

# Sample Organizational Culture and Values Report

## Culture & Values Context

Culture has many interpretations, but for the purpose of this assessment we will use the definition from William Schneider - *“the way things are done in order to succeed.”* Organizational culture is intimately tied to leadership - how leaders believe things should be done drives the kind of culture that is established. Culture represents what is valued in the organization and is important because agile carries values that may be incongruent with the organization’s.

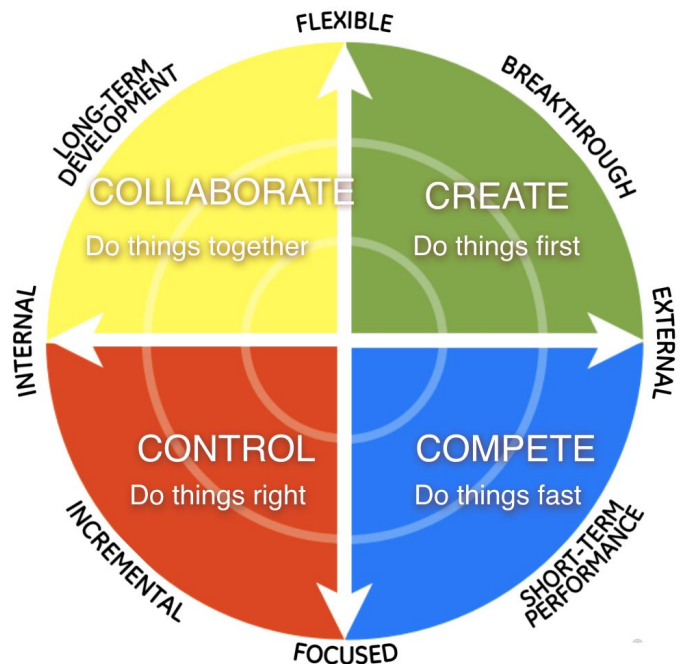
The culture of an organization is similar to the personality of an individual. Like personalities, each culture is not better or worse than another, rather they represent different paths to success.

## Competing Values Framework

The Competing Values Framework (CVF) was used here for cultural evaluation to identify the preferences of leaders within the organization and the values they carry.

The CVF identifies four core cultures: **Collaborate, Create, Compete, and Control**. The overview of the model is pictured to the right with key attributes as indicated. The reason it is labeled a “competing” values framework is the opposite diagonals compete with each other - representing both value strengths, but taken too far represent value challenges.

The assessment seeks to identify the **predominant culture** (or preferences) of the organization and assist leadership with understanding culture and considerations for realigning it.



## Culture Survey Participation

This cultural survey included participation from 235 participants from across three regions (Europe, Americas, Asia) and five Departments (Product, Services & Support, Foundations, External Devs, and Leadership).

The assessment included 6 detailed questions and sought perspectives on both the **current** and **desired** values as the participants observe them in their work.

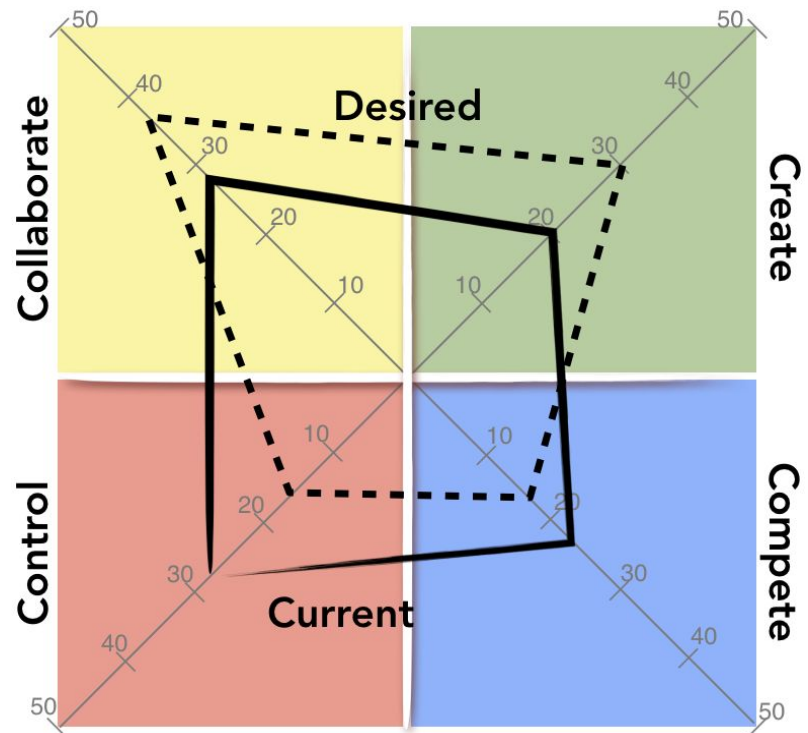
## Desired Values to Strengthen

### Collaborate Culture

A very friendly place to work where people share a lot of themselves. It is like an extended family. The leaders, or head of the organization, are considered to be mentors and, maybe even, parent figures. The organization is held together by loyalty or tradition. Commitment is high. The organization emphasizes the long-term benefit of human resource development and attaches great importance to cohesion and morale. Success is defined in terms of sensitivity to customers and concern for people. The organization focuses on teamwork, participation, and consensus.

### Create Culture

A dynamic, entrepreneurial, & creative place to work. People stick their necks out and take risks. The leaders are considered to be innovators and risk takers. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being on the leading edge. The organization's long-term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being a productive or service leader is important. The organization encourages individual initiative / freedom.



## Dominant values to lessen

### Control Culture

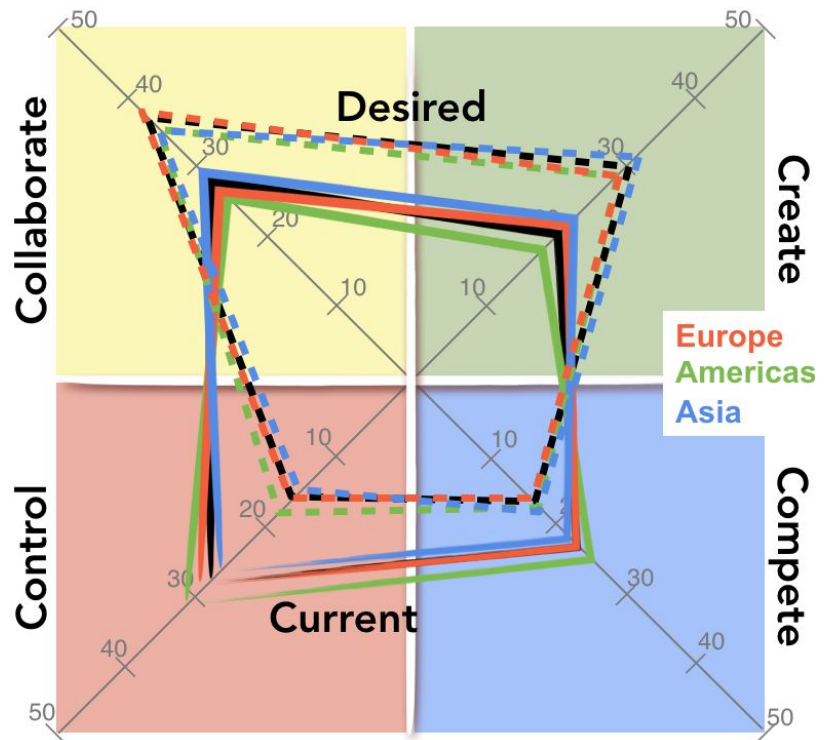
A very formalized and structured place to work. Procedures govern what people do. The leaders pride themselves on being good coordinators and organizers, who are efficiency-minded. Maintaining a smoothly running organization is most critical. Formal rules and policies hold the organization together. The long-term concern is on stability and performance with efficient, smooth operations. Success is defined in terms of dependable delivery, smooth scheduling, and low cost. The management of employees concerns securing employment & predictability.

### Compete Culture

A results-oriented organization. The major concern is getting the job done. People are competitive and goal oriented. The leaders are hard drivers, producers, and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. Reputation and success are common concerns. The long-term focus is on competitive actions and achievement of measurable goals and targets. Success is defined in terms of market share and penetration. Competitive pricing and market leadership are important. The organizational style is hard-driving competitiveness.

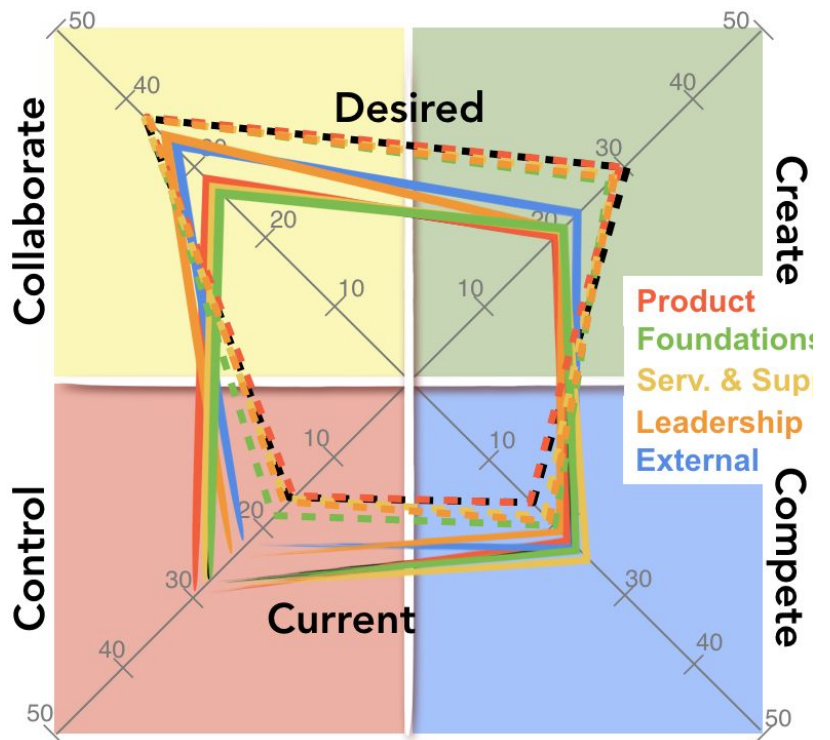
## Similarities across Regions and Departments

There is a high degree of commonality in the perspectives across all three regions surveyed.



Further, there is also a high degree of commonality in the perspectives of across departments.

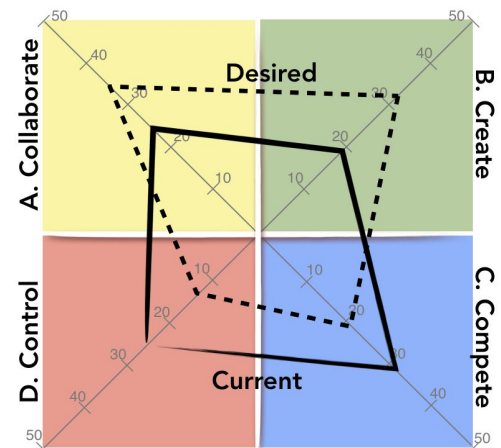
The primary gap is in the perspective of the current culture between more or less focus on control vs. collaboration. However, the desired culture has strong alignment across all four dimensions.



### Question 1: Dominant Characteristics

Thinking about your organization in terms of their dominant characteristics, how much would you agree that...

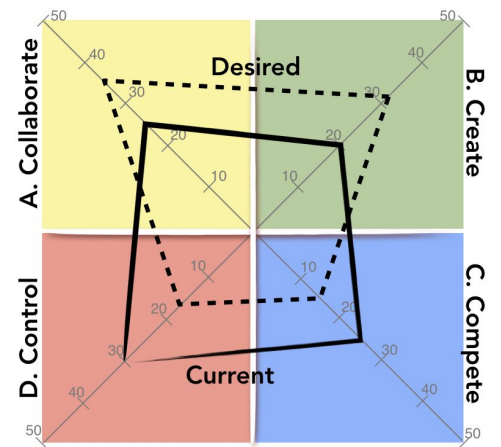
1. The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.
2. The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.
3. The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.
4. The organization is a very controlled and structured place. Formal procedures generally govern what people do.



### Question 2: Leadership

Thinking about your organization in terms of their organizational leadership, how much would you agree that...

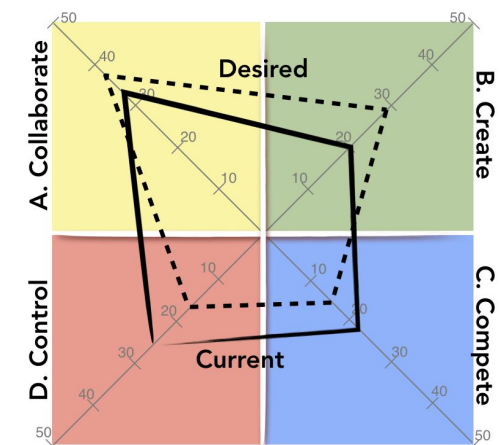
1. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.
2. The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.
3. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.
4. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.



### Question 3: Managing Employees

Thinking about your organization in terms of the management of employees, how much would you agree that.

1. The management style in the organization is characterized by teamwork, consensus, and participation.
2. The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.
3. The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.
4. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.

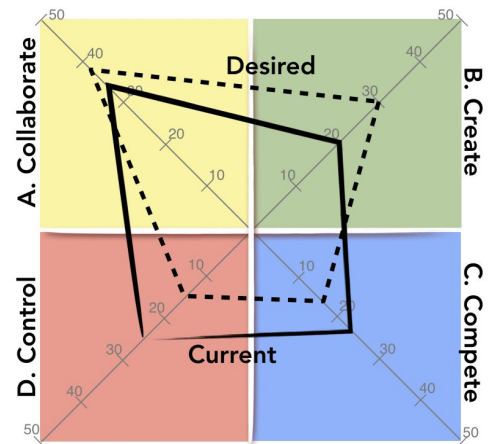




### Question 4: Organizational Glue

Thinking about your organization in terms of their organizational glue, how much would you agree that...

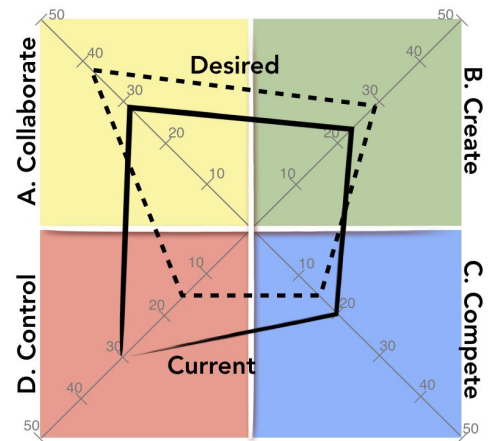
1. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.
2. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.
3. The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.
4. The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.



### Question 5: Strategic Emphasis

Thinking about your organization in terms of their strategic emphases, how much would you agree that...

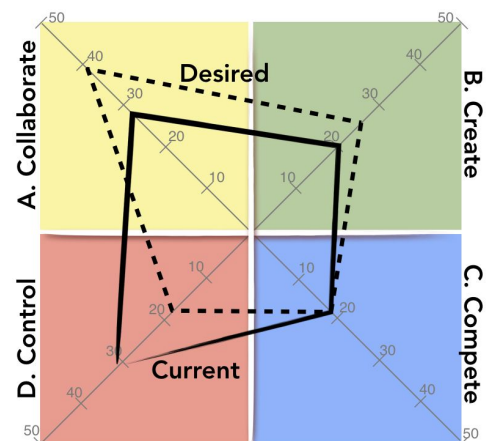
1. The organization emphasizes human development. High trust, openness, and participation persist.
2. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.
3. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.
4. The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.



### Question 6: Success Criteria

Thinking about your organization in terms of their criteria of success, how much would you agree that...

1. The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.
2. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.
3. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.
4. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.



## Foundational Comments

Great Company !!! Great People !!! Great Leadership !!! We rock !!!! as Always - very happy. Need some minor changes at organization culture as like any other company... Thanks for sending this.

True agility can be achieved by breaking barriers and silos within the organization because there are dependencies across teams. Quoting from the article "Agile with capital A" - "If you only focus on increasing the speed of your agile teams and ignore the rest of the organization, you're going to create friction and prevent you from going as fast as you can. You can be only as fast as the slowest process". If team A adapts Agile practice to heart and starts following it and has a dependency on team B to achieve an outcome but team B's backlog and priorities are not aligned with the team A, outcome will not be achieved in time or may not be achieved at all. This is a real-life problem today.

I truly believe this is a great initiative that I've seen in a long time. I'm very positive that the agile initiative has the potential to radically change the way we work and achieve new heights in delivering great service to our clients. I'm a little afraid that the biggest hurdle of silos is not addressed, we will miss this great opportunity and the momentum which we currently have.

#Being Agile. This is a great initiative...

In the times of major changes in the IT industry leadership is helping us to evolve ourself. More and more of external trainings are needed still to make each employee reach the goal. The leadership though is very helpful and an open culture is followed

Some things cannot be defined in pre defined survey questions, But would like to see organization with highly motivated teams working on newest product, outsmarting market at all times.

The organisation has undergone quite substantial changes the last 18 months. I think what is linking a clear strategy on where we are heading and also I believe lack of transparency in a lot of areas. It seems there are a lot of unknown out there, changes in roles and organisation is not clearly communicated to the staff. It seems that collaboration level amount teams has also gone down. Based on inputs from peers looks like there seems to be still a bit of unknown out there and there are still concerns on job security, training etc among the staff. I think as an organization, we will need to take a step back now and review where we are and where we will be going, which I think this survey will hopefully help the organisation to navigate to where we want

My Preferred organizational culture includes,  
- Maintaining transparency from top to bottom.

- Reducing fear of failure.

- Value Stream mapping of Organizational vision should be shared with the team.

- Maintaining clarity in the strategical thoughts and the thoughts should have a clear and precise roadmap.

On the Survey: I really liked the concept. Great work. Every question, made me really think twice/thrice before putting up the percentage.

My preferred organizational culture would focus on "people development, growth opportunities and service/product innovation" while also considering job and people diversity e.g. keep people engaged and excited, worry about their feelings, focus on their development, don't just try "one size fits all" - it might not work....

On an unrelated, side-note: I vote to stop using the word "leadership" as a synonym for "upper management". Leadership is a behavior and a skill, the way it's currently used here means "a certain title and amount of binding decision making". In reality, anyone can be a leader, from a junior engineer to a Sr. Director, and I think this gives the unsaid message that only if you are in a certain spot of the organization you can be considered a leader. We should change this to tell everyone we expect them to show leadership skills wherever they are, in whatever means is possible to them.

Organizational culture varies a lot in different parts of the organisation

## Product Comments

Care for excellent people is a staple of this organization. How to keep this while fostering more innovation and agility is key.

I believe we should be more innovative and less risk averse when developing our technology solutions. However, at all times we need to keep in mind our values, and not create an environment that in any way contradicts those. Our values are a big part of what inspire me and have kept me loyal.

I think, to a certain extent, the internal IT organization does not need to become or see itself as the most cutting-edge, risk-taking market innovator beating all other competition. Yes, we want overall, to be that, but as an internal enterprise-facing organization, do we need to constantly bombard our 'customers' - all colleagues across the organization, with our 'latest' crazy innovations and inventions, when all they needed was something that works efficiently, with great UX? On a personal level, I love innovative ideas and risk taking, and vote all-Yes for going Agile, but we do not need to become a 'scrappy startup' that keeps pumping out products that may be sexy but that is not useful or is needed. Also, I vote all yes on testing often, failing early and often, and making a product that is delightful and easy-to-use, but that does not mean we invent something totally original from scratch. It may be that we simply redesign a pre-existing tool, or find out-of-the-box solutions that already work well. I have started my own business before, and I've worked for startups before. They all failed. It's not what I want or expect from us. I want it to succeed, and continue to succeed. So yes, keep doing the stable, organizational, people & trust-building housekeeping that is already working, but sprinkle in some (not too much) innovation, risk-taking and competitiveness. and Godspeed.

My ideal organization is a balance of constraints and freedom. We need constraints for things to run efficiently. With a strong structure, we can see what opportunities where we can be very free in our ideas an experimentation. However, I feel like there are often times constraints on the wrong things that prohibit creativity. Also the organization claims to be flat but really, in my experience it's top down. It communicates a culture of fear and not wanting to innovate. I feel like some of my colleagues do not feel empowered to do their work without running it by their manager therefore slowing things down.

Very great survey! I really enjoyed the new style.

The things that this organization seems to be suffering from is..

- A leadership(in this case sponsors and advocates) led sense of false urgency
- Portfolio leads that don't encourage research lead innovation
- Product leads who feel unable to push back

I think it is VERY important for any group, function and organization to be nourishing and supportive of innovation and entrepreneurship so that we move forward with the world, and we do not stay behind on technology, creativity, and the products we create. It is very easy for anyone to compare the outputs of this function and the organization (internally) and feel saddened by how very backwards it is. Stay innovative is a competitive advantage that must be every organization culture and right. Agile and Lean are just the start. A drastic mindset shift MUST occur to enable progress and moving forward.

People SHOULD NOT be held back by feeling safe in their jobs and securing their day to day work and processes. Safe work is no longer an option. We MUST strive to be better and take the appropriate calculated risk to do so. The financial market is being disrupted by the fin-tech industry and so is every industry out there. How are we preparing ourselves for how the world is reshaping? How are we innovating and solving problems? A drastic shift needs to start with people, culture, and then follow towards technology and knowledge. I hope we move ahead fast and stay competitive for the young talent and continue to support the organization with the best output we can deliver!

What makes our organization special for me is the concern for people, collaborative environment, smart people -- let's not screw that up as we try to make the place more innovative...

1. Organization that is seen as a Product oriented, cutting edge workplace - which values 'being the best' over everything else.
2. Need to re-position itself with the rest of the organization. there is the legacy impression, and I mean it in a not so good way!
3. Should be consider building 'externally facing brands' or services such as trainings/best practices etc.?, even though it fouls with other aims.
4. A place where performance, vision and delivery is preferred over smooth relationships, and hierarchy.

Culture varies from location to location , team to team , person to person. Finding a common ground in terms of culture is going to be very challenging. I loved the way this survey is designed.

Glad to see the effort being made at organisational level to bring about change

Organization is already in the motion and getting ready for a change with a vision of a better tomorrow. The inclusiveness of asking the employees is all time high and we are definitely on the right track. Kudos!!!

Our culture is in very good shape compared to a few years ago. Other functions are at different levels.

It's difficult, but we need to find a way to bolster entrepreneurship. Two suggestions would be to take a hard look at the security parameters that bound us (and determine what level of risk is acceptable to reduce the bounds) and better align on the core objectives of the organization so we're not spreading resources too thin. Dedication to a defined focus area (dedication meaning allocated time) will help individuals think more deeply, creatively and to really own a space.

## Service & Support Comments...

Organization should be able to allow creativity, innovation and risk taking to flourish. It should create an organizational structure that allows such work style with smaller semi-autonomous groups. Organization should invest in learning and development tools as well as talent identification/management tools. At the end of the day we should get our money's worth from each person we employ by identifying, developing and leveraging all of their relevant talent



Unfortunately the organization is driven by selfish leaders with the focus on opportunity to "shine". Customer perspective or employee/colleagues interest are secondary.

In low cost countries the leadership style is based on fear. If you not deliver you will be fired... (unfortunately also when you are trying to use the obligation to dissent)

Our company has such great core values, even if all adhere to those , I think this place would be a heaven to work, like caring, meritocracy, obligation to dissent .

Thank you for the efforts~

### External Dev Comments...

I feel that there is a general acceptance to push through to achieve a goal/new product irrespective of impact on other teams/products. There has to be general acceptance across the organization when a product is conceived and that acceptance should come from other Product teams rather than from the portfolios involved. Sufficient time should be given for that analysis.

Must educate leaders about Agile. It will help the team to follow agile better and this in return will strengthen trust, faith with employees inspired to work better and make a difference.

### Leadership Comments...

I would like to see a seamless operating model wherein product and foundation teams work out of one backlog and one set of priority.

Ultimately, I want us to be an organization that is widely recognized for being: 1) A trusted thought partner and provider of technology products and services to support client and customer service; 2) A great place to work due to our great talent; entrepreneurial work-style, and high levels of trust, psychological safety and collaboration; 3) A role model for stewardship and a "well managed function, so we have the trust of our leadership, and can continually shift funding to our higher value investments in people and products